



Organizational Development and Communications Services Cost Analysis

February 2001

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Organizational Development and Communications Services Cost Analysis

EXECUTIVE SUMMARY

The purpose of this cost analysis is to examine a number of specific services provided by both the Organizational Development and Communications Department and by individual departments. The analysis shall identify the cost and extent of the services and recommend the most efficient and appropriate methods of providing these services. All departments participated in this study except for the Coliseum.

Specific objectives include:

- Review the existing methods of providing the following services to the organization:
 - Video Production Services
 - Advertising
 - Newsletters
 - Brochures
 - Annual/Semi-Annual/Quarterly Reports
 - Public Service Announcements
 - Customer Surveys
- Determine the total cost of each of the services listed above
- Identify most efficient method of providing each service
- Recommend a policy for the provision of each service, implementation steps costs, and time frame.
- A team, consisting of the following was responsible for conducting this cost analysis:

• Deywon Arant-McAdoo	ODC
• Pat Boswell	ODC (Ex Officio)
• Jim Collins	ODC
• Vicki Craft	Budget and Evaluation
• Ray Cooke	Budget and Evaluation
• Renee Dickson	Strategic Planning
• Nancy Lindemeyer	ODC
• Margie Long	Transportation
• Darius Oliver	Parks and Recreation
• Dean Richardson	Environmental Services

- Elaine Tricoli Library
- Andrea Turner Water Resources
- Laurie Thore Parks and Recreation

Conclusions, recommendations and implementation based on collected data, include the following:

Conclusions:

- There have been over ten studies of the communications function within the City of Greensboro in the last ten years and numerous reorganizations of this critical function. Many of these reorganizations have been piecemealed and have actually encouraged the proliferation of uncoordinated services within departments.
- There is current confusion in the organization about the structure and role of Organizational Development and Communications as several top managers thought ODC was a division of the City Manager's Office and were not knowledgeable about ODC services. The designation of the Department Head as Assistant to the City Manager adds to the role confusion. Approximately 40% of her time is spent in projects for the City Manager's Office.
- Approximately 80% of those interviewed feel that ODC's major role should be that of a professional and technical agency in the area of marketing, proofing, editing, communicating and providing consistency in format and messages for the entire organization.
- There is also confusion about the priorities and policies for ODC services. For example, departments would like to provide monthly shows on Channel 13 but priorities for broadcasting meetings prevents the staff from providing this service. The lack of studio space is also a problem in the development of monthly shows.
- The services of video production, marketing, media relations, professional writing and editing, graphics, photography and other "corporate" communication services are inadequate for the organization. This is primarily due to lack of staff. Staffing for centralized communication services (excluding video) has only increased by 1.5 positions since 1989.

ODC currently has 7 full time positions; Charlotte has 18; Raleigh has 16; Winston-Salem has 6 and Durham has 4. Durham's numbers are low because video services are not provided.

- Resources for these services are not being used effectively within the organization as dollars and staff hours are spent in a "silo" manner with little

coordination within the organization. ODC has only 27% of the total man-hours and 11% of the total funding devoted to these services; whereas the remaining departments have 73% of the man-hours and 89% of the funding for these services.

- The average citizen does not get an overall citywide image or message due to the silo impact. One example is the large number of uncoordinated external newsletters with varying formats and messages. The number of external newsletters has more than doubled since 1989, increasing from nine to nineteen.
- The organization spends too much money on advertising, video services and publications that are developed outside of the organization. Costs could be contained through centralizing media advertising purchasing, making additional staffing available for video production and developing all publications in-house. Approximately 63% of those interviewed felt that ODC should coordinate the purchase of advertisements through an experienced media buyer.
- There is no centralized resource for survey development, interpretation and coordination; for photography needs; and, for special event coordination. Currently, the organization conducts 60 surveys annually; provides for hundreds of photographs, and multiple annual special events. Varied personnel who are not necessarily trained in the provision of these services and who have unrelated responsibilities currently meet these needs. This creates a waste of resources and potential poor service delivery. It should be noted that over 55% of those interviewed felt that ODC should be responsible for all customer surveys for the City.
- Internal communications have improved over the last few years due to increased technology, better internal publications, the use of teams and sharing of information via the Internet and Intranet. However, there is too little use of the Intranet and it is unavailable to a majority of employees.
- There is also a growing need for standards to be set in written media and video production for compatibility within the organization and for specific training of managers, analysts and others in professional presentation methodology.

Recommendations:

- Provide for better coordination and oversight of all communications activities through ODC by implementing all recommendations within this report.
- Rescind the Assistant to the City Manager duties of the ODC Director and separate the department from the City Manager's Office. There should continue to be a major linkage between this department and the CMO through the ODC Director reporting to the City Manager. This recommendation will have very little impact on the City Manager's Office as the services of ODC and the ODC Director will continue to be available to the CMO. However, it will have a major impact on the departmental usage of these services, as the department becomes a true support department within the organization.
- Reinstitute the Communications Forum begun by Judi Rossabi immediately as one means of coordinating services. Other coordinating activities as outlined in the City's Communication Plan should also be reviewed for quick implementation.
- Provide for additional staffing in ODC as follows:

1 Organizational Communications Manager

To serve as an additional management level position within ODC for the management of organizational communications.

1 Media Buyer

To serve as the centralized media advertising purchasing buyer for the organization.

1 Writer/Editor

To serve as professional writer/editor for external and internal communications through all types of media.

1 Graphic Designer

To provide graphic capability for the organization for all media types.

1 Photographer

To provide professional photography for the organization.

2 Video Producers

One to provide for video programming services for departments and one to manage video training on the existing internal channel for the Fire Department and on a second channel for all other departments. The second channel must be requested from Time Warner.

1 Special Events Coordinator

To provide support and coordination for all internal and external special events that the City participates in, such as Fun Fourth, March of Dimes, City Stage, school tours, Speakers Bureau, etc. and management of customer surveys within the organization.

1 Presentation Technician

To manage conference room setup, video presentation setup, and centralized equipment for the organization. Provide technical assistance and training in presentations.

Additional recommendations include:

- Additional funding for administrative support for the department, roster personnel in video services and for maintenance and operations for all new personnel will also be needed.
- Locate all personnel in ODC, except for the Training/OD Division, in the Municipal Building with adequate space for personnel and studio needs. Reintegrate a studio facility.
- Develop a USA Today format newsletter for our citizens and reduce the number of external newsletters.
- Design and print more publications in-house.
- Provide all photography needs in-house.
- Place monitors in areas for public and field personnel with Channel 13, Internal Training Channels, Intranet and audio capability.
- Provide standards for communications, such as the standard software to be used in print materials, a standard for video equipment, etc. for compatibility purposes and provide training in presentation methodology to all personnel.

Implementation:

- The ODC Director shall develop the organizational structure and strategies for implementation during FY 01-02.
- The City of Greensboro shall request the second internal channel to be provided by Time Warner. The Fire Audio/Visual Coordinator position (not personnel) shall be transferred to ODC when second channel is made available.

- Total funding for recommended personnel is approximately \$400,000. Over 50%, (\$240,000) of these costs can be met through an estimated 6.5% increase in Time Warner revenues (\$120,000), an estimated 10% savings in advertising costs (\$55,000), an estimated 20% savings in external newsletter costs (\$45,000), and an estimated \$20,000 in savings from outside contracts for document design/printing/photography.
- The remaining \$160,000 would need to be appropriated from existing funds or absorbed within existing costs. It is recommended that funding be appropriated from existing funds as continued external communication at the departmental level is necessary to meet the needs of the community.

Possible funding sources could include the Water Resources Fund, the Solid Waste Management Fund, the Housing Partnership Revolving Fund and the Stormwater Management Fund to help offset general communication services provided by ODC. Another possibility is funds from the Downtown Development Fund to help offset costs for the Special Events Coordinator.

However, if this is not possible, the following number of positions, (not personnel) should be transferred to ODC:

- Two positions from Parks and Recreation
- Two positions from Police
- One position from Water Resources

These positions shall be identified by the Departmental Director and acceptable to the ODC Director.

- Space accommodations shall be provided for new staff within the MMOB as feasible. Space for the studio should be incorporated into future use of MMOB space, as funding becomes available.

PURPOSE

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Specific objectives include:

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 - Public Service Announcements
 - Customer Surveys
- Determine the total cost of each of the services listed above
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- Recommend a policy for the provision of each service, implementation steps costs, and time frame.

METHODOLOGY

- A team, consisting of the following was responsible for conducting this cost analysis:

• Deywon Arant-McAdoo	ODC
• Jim Collins	ODC
• Ray Cooke	Budget and Evaluation
• Renee Dickson	Strategic Planning
• Nancy Lindemeyer	ODC
• Margie Long	Transportation
• Darios Oliver	Parks and Recreation
• Dean Richardson	Environmental Services
• Elaine Tricoli	Library
• Andrea Turner	Water Resources
• Laurie Thore	Parks and Recreation

- Pat Boswell from ODC was an ex officio member of the team and Vicki Craft from Budget and Evaluation was the lead team member.
- Interviews were completed by Vicki Craft with members of ODC, all Department Heads (except for the Coliseum) and their employees who supervise video production, advertising, publications and surveys during September and October.
- Costing forms and data description forms were completed on all services by participating departments in October.
- Existing data from previous studies and customers on quality of services was also identified in October.
- The team completed analysis of all data, including information from previous studies; specific cost data, interview data, and customer service data during November and December. A SWOT Analysis was conducted in the analysis of the data by the team.
- Following data analysis, the team developed this report, consisting of a comprehensive policy on this issue, including implementation steps, costs and timeframe.

DATA FINDINGS

Findings are presented in the following categories:

- Previous Studies
- Current ODC Organization
- Survey of Other Major North Carolina Cities - April 2000
- Current Annual Departmental Data From Surveys
- Current Annual Departmental Data From Interviews

Previous Studies

1. 1988 Needs Assessment of PIO Conducted by Resource Management:

- PIO consisted of 3 FT and 1 PT positions
- Organization had hundreds of PSA's, 250 publications, 10 annual reports and 9 newsletters
- Daily requests from citizens were estimated at 3200
- There were 32 positions who spent over 50% of their time in public information activities and hundreds of other positions with between 5% and 50% of their time spent in public information activities

- High priority recommendations included:
 - Clearly defined role for PIO
 - Centralized audiovisual expertise
 - More centralized graphics/artistry capability - addition of 1 position
 - Media relations strategy in procedural form
 - Centralized complaint referral system staffed by 2 or more
 - More personnel in PIO to perform departmental liaison roles - total of 11 positions
 - Necessary equipment and office space for expanded PIO

Medium priority recommendations included:

- Marketing plan for organization and marketing program centralized in PIO - hire consultant
- Training of employees about the organization
- Training of all employees in telephone/customer relations
- More use of cable public affairs programs
- More positive exposure on Lee Kinard's Good Morning Show and News and Record -
- More efforts like VISIONS emphasizing teamwork in community

2. 1989 Regan Report on *City Beat*

- Recommended different styles and headlines
- Recommended better pictures and identification of pictures
- Recommended more antidotes and direct quotes
- Recommended more personality pieces and personal triumphs
- Recommended lead paragraphs should summarize stories

3. 1994 Internal Communications Employee Survey By Internal Communications Committee

Results included the following:

- Employees prefer to get their information from newsletters, memos, handbooks, Tuesday notes and meetings.
- Over 83% of employees stated that they always or frequently read *City Beat*.
- Approximately 58% of employees find *City Beat* always or frequently informative; whereas, 41% did not.
- Employees felt that stories on new City programs and City employees were the most interesting.

4. 1995 Communications Report and Plan For the City of Greensboro by Bruce Crane

- Recommended a rethinking or redefinition of the role and function of public communications
- Recommended a fundamental change in government's attitude toward the media
- Included 44 ideas to improve organization's communications

5. 1996 Internal Communications Audit by Management Roundtable

Recommendations included the following:

- Continue distributing written information such as *City Beat*, informational memos to City Council, etc. to all employees.
- Consider one page Management Updates and Management Procedures/Policies.
- All OA users should make information received available to their subordinates on a timely basis. Continue expansion of OA system.
- Postings of all information on bulletin boards for field personnel should be the responsibility of a designated employee and should be kept up to date.
- All supervisors should hold a monthly meeting with their subordinates to review expectations and City direction.
- Tuesday Notes should be reactivated to a weekly status or incorporate into *City Beat*.
- Training in communications and listening should become top priority in both Leadership 2000 and Supervisory Training.
- TV's should be placed in all conference and break rooms for viewing of Channel 13 and the internal training channel.
- Supervisors should talk with subordinates about their concerns with adequate resources and encourage them to develop funding sources.
- Department Heads should develop a written Communication Plan.
- Employee relations and recognition needs to be the responsibility of all supervisors and managers and should be a formal part of their evaluation process.

6. 1996 City of Greensboro Citizen Survey by Kane, Parsons & Associates, Inc.

- Television network news is considered to be the most reliable source of information on City government (59%) with newspaper stories coming in second (23%).
- 87% of respondents view the news media as the best source of reliable information while only 10% view city-produced information as the best source.
- 60% of citizens think quality of communications from the City of Greensboro has remained the same over the last few years.
- Citizens support annual publications such as a City map (74%), an annual report (72%) or an annual calendar (62%) versus more newsletters (32%).

7. 1997 City of Greensboro Communication Plan by Communication Committee

- One of the most significant aspects of the Communication Plan calls for each department to target one or more designated public information coordinators to facilitate all aspects of internal and external communication and coordinate the integration of various messages.
- A second significant recommendation is that communication services, including external, internal and the use of communication technology, should be managed collectively, rather than as separate functions.

8. July 1997 Master Plan Survey

- 96% of surveyed are familiar with Parks and Recreation programs and facilities.
- 24% were familiar with recreation centers and 21% were familiar with parks and gardens.
- Only 4% were familiar with seniors and special populations programs and only 9% were familiar with youth programs.
- 83% of surveyed prefer to find out about recreation center programs from the newspaper; 80% prefer to find out through word of mouth; and 77% prefer to find out through television.
- 77% of surveyed find out about recreation center programs from word of mouth and 68% find out from newspapers.
- Only 56% find out from the monthly P & R Leisure Tabloid.

9. Spring 1999 Survey of Water Resource's Operation WaterWise Conservation Program

Questionnaires were mailed to a random sample of consumers with a 50% response rate with the following results:

- 84% of surveyed recognized media campaign on TV news channels and 75% recognized it in the newspaper.
- Only 31% recognized the campaign on Cable Channel 13.
- Only 28% reported receiving the campaign's brochure.

10. July 1999 Employee Communications Survey by ODC

Findings include the following:

- E-mail is the most frequently used and preferred method of communication.
- 93% of respondents believe that good communication is very important.
- 52% of respondents believe that they are being communicated with very well.
- *The Official Grapevine* is the most read publication, followed by *City Beat*.
- Most respondents prefer not to receive irrelevant mail.

- A majority of respondents do not use the Intranet and /or do not know how to access it.
- 84% of respondents watch Channel 13 frequently.
- A majority of respondents do not feel that their supervisors listen to their concerns.
- A majority of respondents feel that Strategic Planning has no impact on them.
- Employees who work outside of MMOB are the least satisfied with communication efforts.
- Employees who work in the Executive Department are most satisfied with communication efforts.

11. December 1999 Focus Group Feedback by ODC

- Good communication is information that is shared, understood, timely, clear, truthful, regular or consistent and provides an opportunity for feedback.
- The City does not practice good communication because information is not shared, complete information is not provided, employees that are not on Outlook are at a disadvantage and supervisors are not sending information on and not requesting feedback.
- Methods of communication would improve if supervisors would give regular updates, information would be both verbal and written and information that everyone needs to know would be put in the *Grapevine*.
- If communications were good, there would be better training for how to do jobs and use of equipment and employees would know information before they saw it in the media.

12. Summer 2000 Channel 13 Survey

Viewers were surveyed with a 42% response rate with the following results:

- 65% of surveyed identified Channel 13 as a Government Access Channel.
- 50% of surveyed watch Channel 13 in the evenings.
- The top three programs wanted by those surveyed included traffic cameras, bulletin boards and meetings.
- The major reason stated for watching Channel 13 is to view the bulletin board.
- 50% of surveyed said they watched Channel 13 once in a while.

13. Summer 2000 Neighborhood Meetings Held By Neighborhood Services Delivery Team

- Best methods of communication cited by neighborhoods included TV (specifically Channel 13), Newspaper, Neighborhood Newsletters, Web Site and City contact person for neighborhood.

14. September 2000 GTA Survey

- 47% of surveyed stated they get their information about GTA from the bus drivers.
- Only 30% surveyed stated they get their information about GTA from bus schedules and only 5% stated they get information from the newspaper.

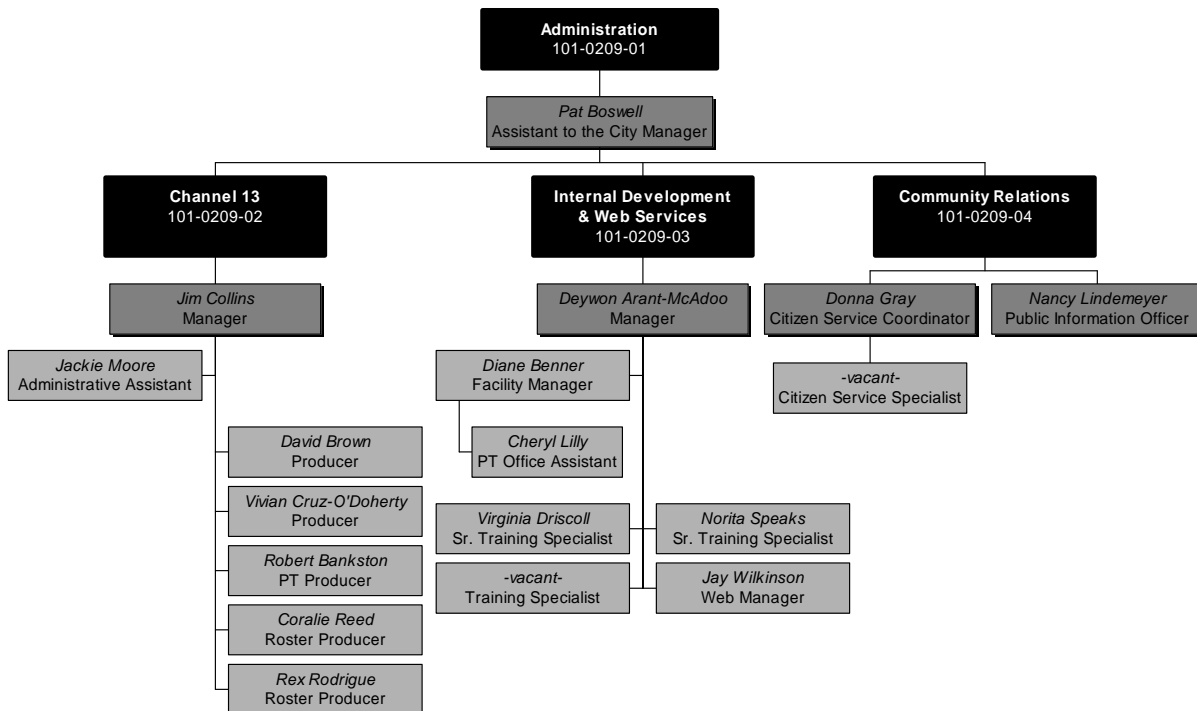
The following findings relate to the current Organizational Development and Communications Department:

Current ODC Organization

- Consists of 4 divisions—Administration with 1 position, Cable Channel 13 with 4.75 positions, Internal Development and Web Services with 6.5 positions, and Community Relations with 3 positions.
- Administration provides strategic direction to training and communications efforts, handles resource issues, and provides direct assistance and coaching to the City Manager, the Deputy, and the Assistant. Staff includes the Assistant to the City Manager (Pat Boswell).
- Cable Channel 13 provides citizen information over cable television. Staff includes Channel 13 Manager (Jim Collins), 2 Associate Producers (David Brown and Vivian Cruz), Information Center Assistant (Jackie Moore), and PT Associate Producer (Robert Bankston), plus roster staff.
- Internal Development and Web Services administers internal employee communications, including the City's Intranet site and administers all internal training programs and facilitation/mediation services. Staff includes Training Manager (Deywon Arant-McAdoo), Web Developer (Jay Wilkinson), Training Office Manager (Diane Benner), PT Office Assistant (Cheryl Lilly), and 3 Senior Training Specialists (Virginia Driscoll, Norita Speaks, and one vacant position).
- Community Relations coordinates external communications with the media and the public. The division handles most press relations, brochures and information on the City as a whole for public distribution, and citizen service (complaint handling). Staff consists of the Citizen Service Coordinator (Donna Gray), the Citizen Service Specialist (vacant), and the Public Information Officer (Nancy Lindemeyer).
- Excluding Training and Citizen Service, this department has a total of 7 positions. (For purposes of this count, Jay Wilkinson is part of Communications rather than Training, despite his position in the organization chart found on the next page.)

Organizational Development & Communications

Effective 7/29/2000



Survey of Major North Carolina Cities Organizational Development and Communication Services - April 2000

Charlotte

Contacts: Julie Hill, Director of Corporate Communications (704) 336-4098

Corporate Communications, a division of the City Manager's Office, manages citywide publications, the City web site and video production.

- Has a staff of 18:
 - Administration consisting of 1 Director and 1 Assistant Director
 - Communications consisting of 2 Communications Specialists, 1 Marketing Specialist, 2 Graphic Artists and 2 Office Support
 - Web Design consisting of 1 Webmaster, 1 Designer, 1 Writer/Editor and 1 Production Assistant
 - Video Production consisting of 1 Video Manager, 3 Producers and 1 Master Control Operator
 - Engineering for video production is contracted
- Total budget is 1.4 million dollars
- Departments can use Corporate Communications (at no charge) or can contract out which they do when Corporate Communications cannot accommodate them.
- Corporate Communications provides 95% of organization's video production (= 5 weekly shows and all meetings), 90% of advertising (legal ads done by City Clerk), 60% of newsletters (= 10 a year), 75% of brochures (= 50 a year), 80% of external reports and 95% of PSA's (= 5-10 a month on video and hard copy).
- Has video production studio.

Durham

Contacts: Beverly Thompson, Public Affairs Manager (919) 560-4222

- **Public Affairs**, a separate department, is responsible for public information for the media and citizenry.
- Has a staff of 4:
 - 1 Public Affairs Manager
 - 2 Public Relations Specialists
 - 1 Secretary

- Was created six months ago by splitting the old PIO operation into Public Affairs and Customer Service departments.
- Has a budget request of \$400,000 next year.
- Seeking to centralize all advertising (except Legal and Employment), brochures and quarterly reports. Right now they produce about 60% of brochures and are working other department's quarterly reports into one.
- Has contracted with graphics agency to provide brochures with consistent presentation, logo and style - departments will fund their own and Public Affairs pays retainer for agency. Does about 2 brochures per month.
- Provides most of news releases for organization at about 15 per month.
- Public Affairs produces 2 of the 4 newsletters in organization - one for employees and one for inclusion in water bill.
- Produces one monthly show called City Life through cable company's equipment and staff.
- Cable company's staff also televises council meetings.
- Helps to arrange departments' requests for video production services with private sector companies.

Raleigh

Contacts: Jayne Kirkpatrick, Director of Public Affairs (919) 890-3100
 Bob Sepe, Information Services Manager (919) 890-3315

Public Affairs is responsible for City publications, reports, advertising and production of videos.

- Has a staff of 7:
 - 1 Director
 - 1 Office Manager
 - 3 Public Affairs Specialists
 - 2 Graphic Designers
- Budget is \$397,249.
- Public Affairs writes, edits and shoots public information and educational videos (with some of their own equipment) while Information Services provides broadcast equipment and technical assistance.

- Public Affairs is responsible for one monthly cable show.
- Public Affairs produces all press releases and advertising except for City Clerk's legal ads and Personnel's employment ads.
- Public Affairs produces 1 employee newsletter and 1 business community newsletter, while some departments produce their own newsletters. There are a total of 7 newsletters in the organization.
- Desktop publishing has created coordination issue for brochures, newsletters and reports. Policy is that they all should be coordinated by Public Affairs but some are not.
- **Community Television**, a division of Information Services, provides video production for Community Access and Governmental Access television.
- Has a staff of 9 full-time and 6 part-time.
- Has a budget of \$770,000.
- Community Television supplies the crew for video production and programs approximately 75 hours a month for Governmental Access.
- Has video production studio.
- The only fees charged are for video production provided for other agencies.
- Fire Training does do some video training production and also uses Community Television to assist in video training production.

Winston-Salem

Contacts: Carrie Sizemore, Director of Marketing and Communication (336) 727-2317

Marketing and Communication, a separate department, is responsible for writing ads, news releases, one newsletter, updating job listings and calendars on City website and video production for government channel.

- Has staff of 6 full-time and 1 part-time:
 - 1 Director
 - 1 Desktop Publishing Specialist
 - 1 Graphic Artist
 - 1 part-time Writer (30 hours per week)
 - 1 Video Production Supervisor

- 2 Video Production Specialists
- Has a budget of \$279,000 for TV production and \$347,000 for everything else - a total of \$626,000.
- Marketing and Communication provides 1 of 7 newsletters in organization.
- Marketing and Communication provides 60% of brochures in organization - hope to make this 100%.
- Both Marketing and Communication and departments provide public service announcements.
- Departments do their own annual reports and there is no citywide coordination.
- All video programming is coordinated through Marketing and Communication - departments must commit to doing a monthly show.
- There is no internal video channel training.
- There is no charge for video production or publications (printing is charged to departments).
- Has video production studio.

The findings below are from surveys completed by all departments except for the Coliseum:

Current Annual Data From Departmental Surveys

Currently, the City of Greensboro, excluding the Coliseum, produces the following on an annual basis:

- 250 Newsletters
- 160 Brochures/Flyers
- 60 Surveys
- 50 Reports
- There are 19 external newsletters developed within the organization as follows:
 - Greensboro Beautiful Newsletter sent out quarterly to 5,000 customers
 - Leisure Tabloid developed monthly
 - Livestock Exchange Newsletter
 - Playwright's Forum Newsletter

- Special Populations Newsletter
- Fire Rescue News sent out every other month
- Lawn Watering Times sent out every 3 months to 2,500 customers
- Partners placed by Stormwater in News and Record
- Loose Leaf Mailer sent to all homeowners
- Police Newsletter
- One Man's Trash developed bi-annually and sent to 69,500 customers
- Business Wasteline developed bi-annually and sent to businesses
- Parking Newsletter for parking customers
- GTA Passenger Newsletter
- Library Newsletter made available monthly for library customers
- At Your Service - quarterly
- MWBE Newsletter sent out quarterly to 500+ customers
- Inspections Newsletter sent out twice a year
- Housing and Community Development Newsletter
- There are 14 internal newsletters developed within the organization as follows:
 - PNN - Parks and Recreation monthly newsletter to employees
 - Mainline - Water Resources newsletter
 - Police Informer
 - Police District Newsletter
 - Police District Detectives Newsletter
 - Police Identification Section Newsletter
 - GDOT Newsletter - quarterly
 - Transportation Project Update
 - GTA Employee Newsletter
 - GIS Newsletter
 - Desktop Services Newsletter
 - GIS Grapevine - twice a month
 - City Beat - quarterly
 - Front Line - monthly
- Large advertising budgets were identified for the following purposes:
 - \$300,000 for water conservation ads
 - \$124,400 for storm water ads
 - \$ 50,000 for parks and recreation ads
 - \$ 37,900 for legal ads (by City Clerk)
 - \$ 30,000 for employment ads (by Personnel)
 - \$ 30,000 for Bryan Park
 - \$ 23,580 for solid waste ads
 - \$ 10,000 for legal ads (by Planning)

- \$ 9,550 for Housing and Community Development ads
- \$ 3,000 for web site update for Bryan Park
- \$ 4,500 for movie ads for Fire and 2 other departments

- Advertising costs in the organization totals over \$545,000 excluding employment and legal ads.

- There are 18 full time positions primarily dedicated to "public information services" in departments, excluding the Coliseum. These include the following:
 - Marketing Director - Parks and Recreation
 - Marketing Assistant - Parks and Recreation
 - Multimedia Specialist - Parks and Recreation
 - Marketing and Event Specialist - Bryan Park
 - Public Affairs Director - Police
 - 2 Public Affairs Specialists - Police
 - Photo Technician - Police
 - Public Information Coordinator - Water Resources
 - Public Education Program Specialist - Water Resources
 - Water Conservation Program Coordinator - Water Resources
 - Information Planner - Transportation
 - Marketing Specialist - Transit
 - Solid Waste Education Specialist - Solid Waste
 - AV Coordinator - Fire
 - Graphics and Communications Specialist - Library
 - Communications Coordinator - Engineering
 - Marketing Specialist - Credit Union

- In house photography is conducted by many of the above listed positions for their departments.

- Departments who rely on ODC or other sources for photography include:
 - Executive
 - Budget and Evaluation
 - Finance
 - Housing and Community Development
 - Human Relations
 - Legal
 - Legislative
 - Personnel
 - MIS
 - Support Services

- It should be noted that one division - Cultural Outreach/Caldcleugh - has a \$1,550 photography contract.
- Video costs outside of ODC include about \$150,000 in personnel time in the Fire Department, \$26,500 in equipment in the Fire Department and a \$2,500 outside contract for video by City Arts. (This excludes the cost of video given in the advertising costs above.)
- Surveys are conducted by the following departments:
 - Parks and Recreation - surveys on park participation, master plan, senior programs, recreation center usage
 - Water Resources - Operation Waterwise and Storm Water surveys
 - Environmental Services - Household Hazardous Waste surveys
 - Transportation - parking and GTA surveys
 - Library
 - ODC - Channel 13 surveys, citizen survey
 - Executive - Business Climate survey twice a year
 - Engineering and Inspections - Inspections and Construction Inspections surveys
 - MIS - Desktop Services surveys

The following direct annual costs have been identified for the City of Greensboro:

- \$738,272 for advertising
- \$726,952 for video production services
- \$514,331 for reports
- \$294,849 for brochures
- \$236,572 for newsletters
- \$87,231 for public service announcements
- \$67,217 for customer surveys
- \$64,567 for a/v and photographic services
- The total annual direct cost for these services is \$2,729,991.
- The total annual direct and indirect cost for these services is \$3,344,118.
- Of this total (direct and indirect) cost, 11% is spent by ODC and other departments spend 89%.
- The cost of Public Service Announcements, defined as advertising provided to the City free of charge by outside media, is primarily cost of in-house staff and materials

- \$50,000 of Budget and Evaluation's cost in reports is staff time.
- Finance spends \$26,000 a year having the CAFR designed and printed outside of the organization.

Departmental costs can be found in the following table:

Department	Cost
Water Resources	\$ 654,844
ODC	\$ 644,312
Parks and Recreation	\$ 552,186
Police	\$ 485,282
Fire	\$ 316,507
Transportation	\$ 101,938
Budget and Evaluation	\$ 92,558
Environmental Services	\$ 92,007
Personnel	\$ 84,119
Library	\$ 83,732
Executive	\$ 70,493
Finance	\$ 63,161
Engineering and Inspections	\$ 28,598
Housing and Community Developme	\$ 20,598
Management Information Systems	\$ 20,176
Planning	\$ 18,117
Human Relations	\$ 15,821
Support Services	\$ 0
Coliseum	No data

The number of annual man-hours spent on each service in the organization is as follows:

- 13,953 (or 6.7 full time positions) on video production
- 6,300 (or 3.0 full time positions) on brochures
- 6,115 (or 2.9 full time positions) on reports
- 5,142 (or 2.5 full time positions) on newsletters
- 4,496 (or 2.2 full time positions) on advertising
- 3,070 (or 1.5 full time positions) on PSA's
- 1,808 (or .9 full time position) on A/V and photographic services
- 1,381 (or .6 full time positions) on customer surveys
- A total of 42,265 man-hours, which equates to 20.3 full time personnel, are spent on these services.

- Of the total man-hours, 11,597, or 27% are ODC man-hours; whereas, 73% are man-hours in other departments.

Departmental man-hours can be found in the following table:

Department	Man-Hours
ODC	11,597
Parks and Recreation	9,242
Fire	5,345
Police	4,610
Transportation	2,151
Library	2,101
Budget and Evaluation	2,029
Water Resources	1,683
Finance	846
Executive	601
Personnel	599
MIS	456
Human Relations	360
Environmental Services	319
Engineering and Inspections	152
Planning	149
Housing and CD	26
Support Services	0
Coliseum	No data

Current Data From Interviews With Department Personnel

The following information was obtained through interviews:

- 80% of interviewed feel that ODC's major role should be that of a professional and technical agency in the area of marketing, proofing, editing, communicating and providing consistency in format and messages.
- 63% of interviewed feel that ODC should coordinate the purchase of advertisements through an experienced media buyer.
- 56% interviewed feel that ODC should be responsible for all customer surveys for the City.
- 50% of interviewed feel that services should be centralized through ODC; 50% of the departments do not feel that services should be centralized through ODC.

- A majority of the interviewed also expressed support for ODC to serve in the following roles:
 - Coordinator/Leader in marketing and image
 - Coordinator/Leader in media relations, including being City Emergency Spokesperson
 - Coordinator/Leader in web communications
 - Coordinator/Leader in customer service, including the responsibility of the front desk and 311
 - Coordinator/Leader in training employees in marketing, communications, media relations, web communications and customer service

Other information from the interviews included the following:

- There is confusion in the organization about the structure and role of Organizational Development and Communications as several top managers thought ODC was a division of the City Manager's Office and were not knowledgeable about the services ODC provides for departments.
- The ODC Director and Assistant to the City Manager spends approximately 40% of her work time in projects for the City Manager's Office.
- There is an immediate need to reinstitute the Communication Coordination Committee that Judi Rossabi began and can be found in the Communication Plan in the appendix.
- ODC does a good job with internal communications, but lacks resources to help all departments with their external marketing and communication needs.
- There is a concern that consolidation of services within ODC will lower service levels by limiting quick turnaround and quality of content that only department personnel can provide.
- The Video Division does not meet the needs of the organization in a timely fashion and more needs to be developed for Channel 13.
- Priorities for the Video Division of ODC include live meetings of City Council and Commissions and maintaining the bulletin board. Approximately 90% of the workload is cablecasting; whereas, only 10% is used for video production for the organization.
- The City Organization provides too many newsletters to the public and ODC should develop one good City newsletter.

- Photography and A/V services are primarily provided within departments; however, a few departments requested that professional photography services be available through ODC.
- There is a concern that the Intranet is not being used and has cut off information to the lower level employees.

DATA ANALYSIS

A SWOT Analysis was conducted on each service as a technique to analyze the data findings. The SWOT Analysis identifies the current strengths, current weaknesses, future opportunities and future threats of each of the services in the study:

- Video Production Services
- Advertising
- External Printed Materials (Brochures, Flyers and Newsletters)
- Internal Newsletters
- Reports
- Public Service Announcements
- Customer Surveys
- Audio-Visual and Photographic Services

Also, an analysis of the Intranet was conducted based on some data made available through departments. The following tables portray the SWOT analyses:

VIDEO PRODUCTION SERVICES

STRENGTHS	WEAKNESSES
High quality video	Need for priorities to be clear to departments
TV access to 77,000 households	Need for more departmental internal videos
Local focus for citizenry	Need for additional staff
Stable funding source	Need for second internal channel
Professional staff	Need for more promotion of Channel 13
	Need for studio
OPPORTUNITIES	THREATS
Can develop broader viewership	Potential for nonsupport from City Council
Can develop local support on issues	Potential for privatization
Can develop fresh programming	
Can be excellent promotional opportunity for all services	
Can use Channel 13 to promote itself	
Can provide additional supporting funding from franchise fee	

ADVERTISING

STRENGTHS	WEAKNESSES
Experienced in all types of advertising	Fragmented management of purchasing power for advertising
Have developed departmental expertise	Wastes money overall
Have developed audience targeted advertising	Need for coordination and consistency
	Need for more advertising money in some departments
	No opportunity to build on strengths of all services due to fragmentation
	Need for monitoring to determine effectiveness
	Need for more professional ads
	Need to use City staff versus expensive outside sources
	Need for Citywide image
OPPORTUNITIES	THREATS
Can centrally coordinate ads	Takes taxpayers' dollars to advertise
Can get more bang for the buck	Can be viewed as "over marketing" public services
Can incorporate monitoring of effectiveness	Can be viewed as not being public steward
Can create overall image	

EXTERNAL PRINTED MATERIALS

STRENGTHS	WEAKNESSES
Good base of staff working in external communications	Need for overall external newsletter
Newsletters, brochures, flyers, etc. are audience targeted	Need for consistency or coordination
We know what our audiences want	Need for overall image
	Need for standardized format
	Need for professional graphic personnel
	Need for professional writers/proofreaders
OPPORTUNITIES	THREATS
Can develop a comprehensive newsletter for citizenry in easy format	Can waste money and time with little outcome
Can include surveys for ongoing data collection for organization	Can develop inaccurate and unprofessional image
Can create overall image and standardized formats	Can develop mixed messages - right hand doesn't know what left hand is doing

INTERNAL NEWSLETTERS

STRENGTHS	WEAKNESSES
Provides information to employees	Labor intensive
Some are produced at little cost - electronically	Some are not available to all employees
	Continues image of departmental "silos"
OPPORTUNITIES	THREATS
Can provide electronically - on disc and on Intranet - more convenient and less expensive	Resistance to change and sharing of newsletters
Can provide all internal newsletters to all employees via Intranet/disc/	Not being read
Can provide consistency	Bad information if not produced accurately and professionally
	Information overload

REPORTS

STRENGTHS	WEAKNESSES
Required	Don't use reports and studies adequately
Have ability to develop reports in-house	Need to determine accurate distribution
Reinforces accountability	Need for consistency in style, standards and costs
Provides integrity and insight	Need to prioritize
Provides for open information	
OPPORTUNITIES	THREATS
Can provide electronically - on disc and on Intranet - more convenient and less expensive	Expense
Can provide in a format the public can use	Not being used by stakeholders
Can provide consistency	Not even being read
Can prioritize reports	Legal ramifications if not produced accurately
Can consolidate and categorize	Bad publicity if not produced professionally
	Information overload

PUBLIC SERVICE ANNOUNCEMENTS

STRENGTHS	WEAKNESSES
Free and excellent resource	Need for prioritization
Media outlet for City information	No guarantee of use or placement
Large quantity	Inaccurate interpretation by media
	Poor writing
OPPORTUNITIES	THREATS
Can improve and nurture relationships with media	Downturn in economy
	Overload
	Competition between departments
	No coordination

CUSTOMER SURVEYS

STRENGTHS	WEAKNESSES
Using more feedback instruments	Need to use data effectively and share results with organization
Receiving more data from customers	Need for centralized skills in survey techniques
Employees are asking how to survey	Need for centralized data base
	Need for coordination among different surveys
	Need for survey guidelines
	Need for updated data on how customers desire to communicate with the City
OPPORTUNITIES	THREATS
Can create centralized and timely access to data	Can waste time and effort by duplication
Can cut down on number of surveys	Can needlessly surveying same customers
Can save money and time	Can develop inaccuracies due to data collection methods
Can increase quality responses	
Can validate City Council and organization's priorities	
Can positively impact service delivery	

AUDIOVISUAL AND PHOTOGRAPHY SERVICES

STRENGTHS	WEAKNESSES
Available technology	Need for organization and consistency
Dedicated volunteers	Need for equity in photographic services
	Need for coordination
	Need for equipped conference rooms
	Need for more photo availability to organization
	Need to use existing photos if requested (such as Council members' photos)
	Need for efficiency in equipment purchasing by ensuring compatibility instead of dissimilar equipment
	Lack of consistency in use of PowerPoint, etc.
	Poor coordination wastes time
OPPORTUNITIES	THREATS
Departments can share resources	Changing technology
Equipment can be organized and consistent	Lack of professionalism
Standards can be set	Lack of efficiency

CITY INTRANET

STRENGTHS	WEAKNESSES
Powerful internal communication tool	Need for promotion of Intranet
	Need for supervisors to encourage employees to view Intranet on daily basis-see as necessary communication tool and not as a waste of employee time
	Need for better prioritization of information
	Need for employees to take available training in use of web
	Need for Intranet availability for field personnel
OPPORTUNITIES	THREATS
Can expand use of Intranet in organization	Can devote time and money to resource with low percentage of usage
Ongoing surveying capability (both Intranet and Internet)	

CONCLUSIONS AND RECOMMENDATIONS

Conclusions and recommendations, based on collected data, include the following:

Conclusions:

- There have been over ten studies of the communications function within the City of Greensboro in the last ten years and numerous reorganizations of this critical function. Many of these reorganizations have been piecemealed and have actually encouraged the proliferation of uncoordinated services within departments.
- There is current confusion in the organization about the structure and role of Organizational Development and Communications as several top managers thought ODC was a division of the City Manager's Office and were not knowledgeable about ODC services. The designation of the Department Head as Assistant to the City Manager adds to the role confusion. Approximately 40% of her time is spent in projects for the City Manager's Office.
- Approximately 80% of those interviewed feel that ODC's major role should be that of a professional and technical agency in the area of marketing, proofing, editing, communicating and providing consistency in format and messages for the entire organization.
- There is also confusion about the priorities and policies for ODC services. For example, departments would like to provide monthly shows on Channel 13 but priorities for broadcasting meetings prevents the staff from providing this service. The lack of studio space is also a problem in the development of monthly shows.
- The services of video production, marketing, media relations, professional writing and editing, graphics, photography and other "corporate" communication services are inadequate for the organization. This is primarily due to lack of staff. Staffing for centralized communication services (excluding video) has only increased by 1.5 positions since 1989.

ODC currently has 7 full time positions; Charlotte has 18; Raleigh has 16; Winston-Salem has 6 and Durham has 4. Durham's numbers are low because video services are not provided.

- Resources for these services are not being used effectively within the organization as dollars and staff hours are spent in a "silo" manner with little coordination within the organization. ODC has only 27% of the total man-

hours and 11% of the total funding devoted to these services; whereas the remaining departments have 73% of the man-hours and 89% of the funding for these services.

- The average citizen does not get an overall citywide image or message due to the silo impact. One example is the large number of uncoordinated external newsletters with varying formats and messages. The number of external newsletters has more than doubled since 1989, increasing from nine to nineteen.
- The organization spends too much money on advertising, video services and publications that are developed outside of the organization. Costs could be contained through centralizing media advertising purchasing, making additional staffing available for video production and developing all publications in-house. Approximately 63% of those interviewed felt that ODC should coordinate the purchase of advertisements through an experienced media buyer.
- There is no centralized resource for survey development, interpretation and coordination; for photography needs; and, for special event coordination. Currently, the organization conducts 60 surveys annually; provides for hundreds of photographs, and multiple annual special events. Varied personnel who are not necessarily trained in the provision of these services and who have unrelated responsibilities currently meet these needs. This creates a waste of resources and potential poor service delivery. It should be noted that over 55% of those interviewed felt that ODC should be responsible for all customer surveys for the City.
- Internal communications have improved over the last few years due to increased technology, better internal publications, two down meetings, the use of teams and sharing of information via the Internet and Intranet. However, there is too little use of the Intranet and it is unavailable to a majority of employees.
- There is also a growing need for standards to be set in written media and video production for compatibility within the organization and for specific training of managers, analysts and others in professional presentation methodology.

Recommendations:

- Provide for better coordination and oversight of all communications activities through ODC by implementing all recommendations within this report.
- Rescind the Assistant to the City Manager duties of the ODC Director and separate the department from the City Manager's Office. There should continue to be a major linkage between this department and the CMO through the ODC Director reporting to the City Manager. This recommendation will have very little impact on the City Manager's Office as the services of ODC and the ODC Director will continue to be available to the CMO. However, it will have a major impact on the departmental usage of these services, as the department becomes a true support department within the organization.
- Reinstitute the Communications Forum begun by Judi Rossabi immediately as one means of coordinating services. Other coordinating activities as outlined in the City's Communication Plan should also be reviewed for quick implementation.
- Provide for additional staffing in ODC as follows:

1 Organizational Communications Manager

To serve as an additional management level position within ODC for the management of organizational communications.

1 Media Buyer

To serve as the centralized media advertising purchasing buyer for the organization.

1 Writer/Editor

To serve as professional writer/editor for external and internal communications through all types of media.

1 Graphic Designer

To provide graphic capability for the organization for all media types.

1 Photographer

To provide professional photography for the organization.

2 Video Producers

One to provide for video programming services for departments and one to manage video training on the existing internal channel for the Fire Department and on a second channel for all other departments. The second channel must be requested from Time Warner.

1 Special Events Coordinator

To provide support and coordination for all internal and external special events that the City participates in, such as Fun Fourth, March of Dimes, City Stage, school tours, Speakers Bureau, etc. and management of customer surveys within the organization.

1 Presentation Technician

To manage conference room setup, video presentation setup, and centralized equipment for the organization. Provide technical assistance and training in presentations.

Additional recommendations include:

- Additional funding for administrative support for the department, roster personnel in video services and for maintenance and operations for all new personnel will also be needed.
- Locate all personnel in ODC, except for the Training/OD Division, in the Municipal Building with adequate space for personnel and studio needs. Reintegrate a studio facility
- Develop a USA Today format newsletter for our citizens and reduce the number of external newsletters.
- Design and print all publications in-house.
- Provide all photography needs in-house.
- Place monitors in areas for public and field personnel with Intranet and audio capability.
- Provide standards for communications, such as the standard software to be used in print materials, a standard for video equipment, etc. for compatibility purposes and provide training in presentation methodology to all personnel.

IMPLEMENTATION

- The ODC Director shall develop the organizational structure and strategies for implementation during FY 01-02.
- The City of Greensboro shall request the second internal channel to be provided by Time Warner. The Fire Audio/Visual Coordinator position, (not personnel) shall be transferred to ODC when second channel is made available.

- Total funding for recommended personnel is approximately \$400,000. Over 50%, (\$240,000) of these costs can be met through an estimated 6.5% increase in Time Warner revenues (\$120,000), an estimated 10% savings in advertising costs (\$55,000), an estimated 20% savings in external newsletter costs (\$45,000), and an estimated \$20,000 in savings from outside contracts for document design/printing/photography.
- The remaining \$160,000 would need to be appropriated from existing funds or absorbed within existing costs. It is recommended that funding be appropriated from existing funds as continued external communication at the departmental level is necessary to meet the needs of the community.

Possible funding sources could include the Water Resources Fund, the Solid Waste Management Fund, the Housing Partnership Revolving Fund and the Stormwater Management Fund to help offset general communication services provided by ODC. Another possibility is funds from the Downtown Development Fund to help offset costs for the Special Events Coordinator.

However, if this is not possible, the following number of positions, (not personnel) should be transferred to ODC:

- Two positions from Parks and Recreation
- Two positions from Police
- One position from Water Resources

These positions shall be identified by the Departmental Director and acceptable to the ODC Director.

- Space accommodations shall be provided for new staff within the MMOB as feasible. Space for the studio should be incorporated into future use of MMOB space, as funding becomes available.

APPENDICES

Interview Questions For ODC Study

1. Please review the list of services you provide as described on the cost form.
2. How many of these services do you provide annually? (No. of ads, brochures, etc.)
3. What funding do you use for these services?
4. Are the costs you have put on the cost form complete? What is missing?
5. What are the objectives of these services?
6. What performance measures do you have for these services?
7. What is the customer base for each service?
8. Do you have any feedback data from your customers? If not, can you get me a list of your customers?
9. Which of these services are provided to you by another department? By an outside contracting?
10. Are you charged for these services?
11. Would you like to see any of these services provided by a centralized department? Why or why not?
12. What services do you feel should be provided by ODC? Why?
13. What services do you feel should not be provided by ODC? Why?
14. Are there services that should be added to what you now provide?
15. Are there services that should be added to what ODC now provides?
16. Do you feel there are ways to be more cost effective with these services? What are they?
17. Do you feel there are ways these services can be more effective for our customers? What are they?
18. Do you have any other comments on the provision of these services?

FOR ADDITIONAL APPENDICES, PLEASE CONTACT VICKI CRAFT @ 336.373.4181 OR THE BUDGET & EVALUATION OFFICE @ 336.373.2291